

JSSH_S_-1144-2019

by Dewi Tamara

Submission date: 27-Jan-2020 01:22PM (UTC+0700)

Submission ID: 1246980667

File name: JSSH_S_-1144-2019.pdf (768.31K)

Word count: 4713

Character count: 26143



Exploring Employee's Motivation and Performance Factors: Evidence in a 3 Star Hotel in Indonesia by Contrasting Maslow's and Çetin's Model

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ABSTRACT

The success of a company is strongly influenced by employee performance as the human resources driving it. In carrying out their work, employees need the motivation to optimize performance. This study aimed to analyze employee's motivation factors in a three-star hotel. The approach used in this study was the qualitative approach in reference to Maslow's Hierarchy of Needs and Çetin's Conceptual Model. Data collection was conducted by interviewing 22 hotel staff members. Interviews were conducted to determine the motivation factors that influenced the performance of the employees and the hotel. A model was designed based on the literature, linking factors of employee motivation with the employees and organizational performance. The results showed that employees were

motivated by brand management, hotel vision, the owner, employee component, salary, teamwork, and promotion.

Keywords: Çetin's Model, employee motivation, employee performance, organizational performance

ARTICLE INFO

Article history:

Received: 9 October 2019

Accepted: 3 January 2020

Published:

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INTRODUCTION

Human resources, especially in the hospitality business, play a crucial role in providing success in the business (Çetin, 2013). One of the keys to an organization's

success depends on the ability of managers to provide a motivating environment for their employees (Osabiya, 2015). In a survey conducted by the Institute for Management Development, employee motivation was the result of one of the elements to achieve talent competitiveness. Motivation has become one of the criteria for measuring the competitiveness of human resources (www.imd.org). Lack of motivation among employees at hotels or employees who work at the organizational level can lead to unfavourable outcomes. Impacts such as not enjoying a given job, reluctance, disagreement, failure to complete work on time and even the desire to quit work can happen. Although it is often not realized at the beginning, the existence of motivational problems can be expressed after reviewing employee performance (Kappa et al., 1990 cited in Çetin, 2013).

This study was conducted in one of the best known three-star hotels in Jakarta. The hotel has employees that have worked for more than 5 years and also many who have worked for a short period of one to two years. This indicates that many employees are likely to resign with no hesitation and some that endure working at the hotel. A high staff churn can be an obstacle for a three-star hotel because it can cause declining employee performance and impact the hotel's performance as well as the organization's effectiveness.

The purpose of this research was to describe the factors that became obstacles in improving employee performance on organizational performance and to examine

the factors that needed to be improved to increase the motivation and performance of the work to the organization's performance by contrasting Maslow's Hierarchy of Needs Theory and Çetin's conceptual model. We provide a model proposition as the results of this study.

LITERATURE REVIEW

Maslow (1954) developed a theory of motivation based on needs known as the Hierarchy of Needs Theory. According to Gibson, Donnelly, Ivancevich and Konopaske (2012), Maslow defines human needs using five categories: physiological, safety and security, belongingness, social, and love, self-esteem/respect for others, and self-actualization.

According to Manzoor (2012), motivation means to move, encourage or influence to fulfil a desire. Flippo (as cited in Maduka & Okafor, 2014), stated that motivation was a psychological process that began with the emergence of needs accompanied by good actions and behaviours aimed at satisfying certain desires. Kalimullah et al. (as cited in Manzoor, 2012) stated that motivation was a series of matters relating to the power to improve performance and led to the achievement of a definite goal. For employees, motivation is how to produce higher results and stay longer in one workplace.

In order to improve employee productivity, business owners use several driving tools. The organizational motivational tools are different because the

individual needs of different individuals can be changed over time (Çetin, 2013). According to Bingöl (as cited in Çetin, 2013), the motivating factors of individuals can be categorized into nine groups: instinctive, physiological, social, physiological, success, energy, attachment, belief, and attitude factors. These factors can be used easily to motivate individuals. Moreover, motivation factors for individuals can be categorized in three groups: 1) economic, including higher incomes, increased salaries, premium pay, participation in profits, and economic rewards (Bingöl as cited in Çetin, 2013), 2) psycho-social, which includes autonomy, personal power and authority, social status, respect for personal life, work and psychological security (Bingöl et al. as cited in Çetin, 2013), and 3) organizational and administration include goal congruence, manpower planning, loyalty to job and involvement in decision-making processes (Şimşek et al. as cited in Çetin, 2013).

According to Mangkunegara (as cited in Aima et al., 2017), employee performance is the performance of an employee when he or she did the job based on the quality and quantity required. According to Mathis and Jackson (2008), performance criteria will vary based on the job description, but employee performance should be measured by the dimensions of the presence at work, the quantity of output, quality of output, and timeliness of output.

According to Cho and Dansereau (as cited in Almatrooshi et al., 2016), organizational performance is the performance by a company compared with

its goals and objectives. In addition, Tomal and Jones (as cited in Almatrooshi et al., 2016), defined organizational performance as the actual outcome or output of an organization as measured against the output of the organization. There are seven aspects of organizational performance such as the external environment, internal motivation, capacity, efficiency, effectiveness, relevance and financial visibility (Bwire et al., 2014). Higher or better employee performance will impact positively on hotel performance.

6 MATERIALS AND METHODS

The study was conducted in an international chain-group hotel in Jakarta, under Archipelago International as the operator of the hotel. The hotel chain has 57 branches in Indonesia. It offers 203 guest rooms, several functional meeting rooms, and a lounge. The rooms are stylish, clean, and equipped with top of the line beds and linen, LED TVs, and free “truly high speed” WIFI. There are 52 members of staff.

This study used the qualitative method with a grounded theory approach. Data collection techniques were done by conducting interviews with participants. Interviews were conducted for around 15-30 minutes for each participant and interviews were conducted four times. Open-ended questions were designed to collect data from participants. Participants of this study were 22 employees of the hotel. This study was conducted in a four month period between September 2017 and December 2017. The study followed Cetin's framework about ‘Motivation and its impact on labor

productivity at hotel business: A conceptual study' (Figure 1).

RESULTS

The demographic characteristics of participants were viewed by gender, age, working period and income. Data showed that 64% of employees were male and 36% of the employees were female. 41% of the employees were 18-22 years old, 14% 23-27 years old, 23% 28-32 years old, 4% 33-37 years old, and 38 years and above described 18% of the employees. The working period of employees was divided into four types. The employees who were working for less than one year (38%), 1-2 years (19%), 2-3 years (24%) and 3-4 years (19%). The salary was divided into 5 types. A total of 68.3% of an employee were paid Rp 3-5 million, 18.2% were paid Rp 6-8 million, 4.5% were paid Rp 9-11 million, 4.5% were paid Rp 12-14 million, and 4.5% were paid more than Rp 15 million.

This study was conducted by asking research questions to 22 hotel staff members. Two participants worked to fund their own education to a higher level; 7 participants worked to earn money. Seven participants worked to support their family; one participant worked to study and seek knowledge. One participant worked to improve their skills and career; one employee worked to gain discipline. In addition, employees worked for their lifestyles, to get to know the world of work and to live independently. Six employees felt that their work was in line with their expectations both in terms of position, salary, educational background, working time and education. Eleven employees felt that their work was still not in accordance with their expectations. The findings of the interviews were related to Luthans (as cited in Hazra et al., 2015), which mentioned that employees were motivated when their needs and expectations were satisfied. The

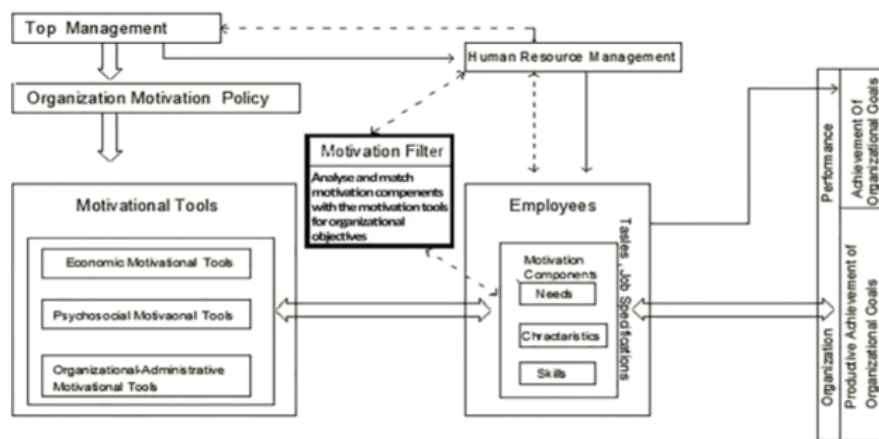


Figure 1. Çetin Conceptual Model (Çetin, 2013)

motivation of employees based on their needs was fulfilled by working at the hotel. However, there were still employees who felt unsatisfied with their expectations.

DISCUSSIONS

The three-star hotels provided several facilities for employees such as food, drink, lockers to keep their goods and places to rest, and vitamins during events. Managers on duty were also provided rooms to stay in while at work and could dine in the hotel restaurant. However, based on interviews with one of the staff, the nutrition of meals provided to employees needed to be improved. Taormina and Gao (2013) stated that the individual's satisfaction of basic needs was not enough to just be fulfilled, but the individual would also achieve satisfaction needs by paying attention to the quality of the given needs. The findings suggest that the hotel needs to pay more attention to meals and locker quality and the place for employees to rest.

Safety and Security of Needs

The need for security was met by the hotel providing BPJS (Social Security Insurance Agency) health and employment insurance for each employee. The hotel involved its employees in the hotel's profit-sharing by providing service charges. These were obtained from a percentage of the price of the goods or services paid by the guests staying at the hotel either from room sales, food, beverage and laundry. The findings of the interviews showed similar circumstances with the research conducted by Kaur (2013)

which stated that financial security was one of the important types of safety needs. To motivate employees, an organization not only should provide tools to ensure employee safety, but the organization also needed to make its employees felt financially secure by engaging them in profit-sharing within the organization.

Belongingness, Social and Love Needs

Osabiya (2015) explained that the need for affection was usually referred to as social needs that included affection, belonging, social activity, friendship and mutual giving and receiving affection. Based on interviews at the hotel, their social needs were provided by people in their neighbourhood or from family, co-workers and even managers. Families provided support and encouragement to employees to work. Co-workers provided affection by caring, helping, and appreciating each other. The hotel also involved all employees in activities such as outings, staff parties, Zumba, and donations to orphans. Embodiments of social needs can be realized in various ways. This was in line with a previous study where social needs referred to the need for affection in which individuals felt loved and accepted by other individuals, giving and receiving affection. Organizations could also encourage employee participation to engage in social events such as picnics and bowling competitions (Kaur, 2013; Osabiya, 2015).

Esteem Needs

According to Taormina and Gao (2013),

the need for esteem within the hotel was demonstrated through self-respect and appreciation from others. Self-esteem was reflected by how much appreciation they were given in their jobs. Based on the results of interviews with employees, it was known that 16 employees scored above 4, and 2 employees were assigned a score of 3 (from the range of 1 = dissatisfied to 5 = very satisfied). The rewards of others were felt by nonverbal rewards such as door prizes, salary increases and positions, best employee, trust and verbal praise. Taormina and Gao (2013) described the esteem from others as defined by a person's acceptance of an attitude and respect received by a person in respect of the person's character and feelings of worthiness, or a value that existed within the person. The hotel rewarded employees through appreciation and employees showed mutual respect with their workers. The interview results also showed that awards from others could increase employees' confidence in doing their work.

Economic Motivation Tools

The hotel used economic motivational means such as salary and rewards such as allowances, promotions, bonuses, and recognition. Based on the interviews with employees, it was found that the salary given was in accordance with the work undertaken by its employees. A total of 18 employees said that their salaries were in accordance with the type of job and their positions; one of them said that the salary was given in accordance with the qualifications he had.

Another employee said the salary given was still better than other workplaces. Previous research conducted by Kovach (as cited in Safiullah, 2015) stated that along with the increasing income of an employee, money became less of a motivation. Likewise, with the increasing age of employees, interest in working became more attractive. This is similar to the state of employees at the hotel where older employees were more interested in workplace conditions that could give employees the opportunity to become leaders or challenged them in their work. Rewards received by the hotel's employees were fringe benefits such as the Hari Raya allowance (Tunjangan Hari Raya), work promotions, bonuses such as door prizes, discounts for employees staying at the Archipelago brand hotel, and recognition such as verbal praise and non-verbal awards such as 'Best Employee of the Quarter'. The results of this study found that working a period was not a measurement for a person to get an award in any form, but their capabilities and abilities showed that they could get an award.

Psycho-social Motivation Tools

The findings showed similar circumstances to the research conducted by Naqvi et al. (2013) which stated that work autonomy results in improving job performance because individuals think and consider themselves skilled and creative in completing their tasks. The hotel's employees felt that the freedom that was given was not only to complete their responsibility, but that freedom became a tool for them to improve

the performance of the hotel. In addition, employees also respected each other's personal lives.

Organizational-Administration Motivational Tools

Çetin (2013) said goal congruence was achieved when employees and hotels could achieve both the goals and expectations of both. Data showed that 35.5% of employees said that their work was in accordance with their goals in terms of position, salary, educational background and working time with education. 64.7% of employees stated that their work had not met their expectations. Employees at the hotel also had a poor understanding of the hotel's vision and mission that reflected the achievements of the hotel. Goal congruence could also be reflected in the extent to which employees and co-workers adhere to the same set of organizational goals (Nahapiet & Ghoshal, 1998; Clerq et al., 2017). In manpower planning, the hotel did not provide encouragement or educational opportunities to employees, especially since the majority of the employees were young employees. A total of 16 employees stated that education was important and that they needed to gain knowledge, and learn the system used in the hotel, to improve their career and to continue their education. Age was also a factor where education became something important and necessary. The majority of employees who claimed that education was important and needed were aged 18-27 years old.

The findings in a previous study by Chilembwe & Baluti (2014) explained

that staff performed better if there was a chance to continue their education or studies (including better salary and work security). The hotel had also provided training opportunities in the hotel to its employees such as department training and cross-training program in which employees could get training from other departments within the hotel. Employees also got training outside the hotel such as team-building in recreational places. Employees also had the opportunity to attend seminars held both inside and outside the hotel.

A study by Aima et al. (2017) stated that employees felt that managers needed to provide direction to employees to complete their tasks and to achieve targets according to the standards of the organization. They also needed to provide rules to motivate employees to complete the assigned tasks, delegate authority and ensure equal responsibility for every employee. Employees also demonstrated work loyalty in completing their responsibilities and were also involved in providing ideas and decision-making in accordance with employee level positions.

Employee Motivation Component

According to Çetin (2013), the components of employee motivation are divided into 3 types:

1. Needs are reflected from the goal of every employee in the work to meet their needs. The needs of employees at the hotel were currently dominated by the need to earn money to support their

own needs, family and education funding.

2. Different characteristics for each employee can be seen from gender, age, last education, status, and income or salary.
3. Employee skills also varied according to the level of education and the majority of employees had experience working in the hotel industry.

Employee Performance

The findings in the study stated that the most dominant motivation factors in employees were salary, co-workers and promotion factors. Employees demonstrated the positive performance of colleagues when an exciting work environment enabled employees to work passionately and chose to stay at the hotel. In fact, employees who left later returned to the hotel.

The performance policy of the hotel regarding the number of employees and shareholder determined the employees' performance. Hotel policies related to cost efficiency led to a reduction in the number of employees and the lack of capital from the owners of capital affected the employee performance. According to Iqbal et al. (2015), employee performance indicates the effectiveness of specific employee actions that contribute to achieving organizational goals. The findings within the case hotel resulted in the fact that being aware of their existence and duties was not enough if the employees were not supported by adequate

human resources in terms of the quantity of the human resources itself.

Organizational Performance

The findings in this study were the performance of the organization was not only influenced by the performance of employees in the hotel. Motivation acted as a factor that would affect employee performance but hotel policies in the number of employees also affected the performance of employees and hotels. The findings of the study indicated that there were internal factors and external factors that could affect hotel performance. Internal factors consisted of internal motivation from within the hotel, hotel capacity, efficiency and effectiveness of hotel, hotel relevance in following technological development, and hotel's financial viability. These things were directly related to the activities within the hotel whether carried out by employees within the hotel or shareholders. The external factors consisted of government policies that indirectly affected the development of hotels. The findings from the interviews showed similar circumstances with previous research conducted by Raravi and Timmanagoudar (2014) that government policy (inspection method, product legal process, industry regulation, and regulation) had a positive relationship with the growth of an organization. The case hotel felt that there was a supporting element of the government in improving the hotel through tourism and local regulations.

Proposition Model

Figure 2 proposes a model of the proportion of organizational motivation models in three-star hotels. In contrasting Maslow's Hierarchy Needs of Theory and the Çetin conceptual model, we found that the two concepts complement each other. Both theories emphasized the needs of every employee and tools that the company could use to meet the needs of their employees. The study revealed that employees were motivated by two type's factors: external and internal motivation. The external motivating factor comes from outside the hotel, without any employee interference or not directly related to the job of the

employee. The external factors that motivated employees were the benefits given by brand management, the vision of the hotel that would reflect on the implementation of the hotel, and the loyalty of capital owners perceived by employees in support of their work. The internal motivation factors came from within the hotel itself or were directly related to the employee's job. Internal factors that motivated employees were salaries, co-workers or teamwork, and promotional opportunities. The results found that the main motivation of the employees was economic or income. In addition to the salary, a sense of kinship among co-workers also motivated employees to work comfortably and not burden each other.

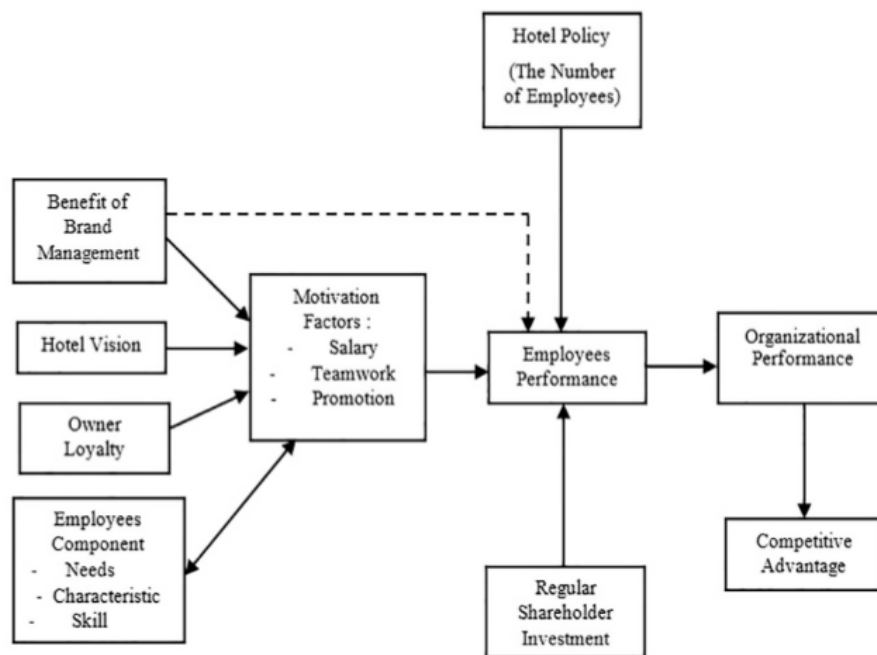


Figure 2. Proposition Model.

The opportunity of being promoted also motivated employees with the career path mindset. It was confirmed by the fact that a former employee resigned from the job because he did not get any promotion as a contract worker after 3 years of work.

Motivation affected the performance of employees. Osabiya (2015) suggested that employees with high motivation in carrying out their function would strive to fulfil job responsibility, humility, and efficiency. The most dominant factors were salary, co-workers, and promotional opportunities. Other factors were brand management, hotel vision and owner loyalty.

This research finds that the flexibility of the brand management also affected the case hotel's ability to be flexible on the job. With the positive integration of all aspects, the hotel would have a competitive advantage to compete. Ismajli et al. (2015) stated that managing human resources was essential because human factors as a resource could produce a competitive advantage for the organization. Drucker (2006) as cited in Ismajli et al. (2015) stated that the most valuable asset of the twentieth century was the production machine, but the most valuable asset of the twenty-first century, for all types of organizations were employees with high knowledge and productivity.

CONCLUSIONS

The study concludes that the case hotel faced some obstacles in improving employee performance that impacted on organizational performance. The obstacles faced in improving employee performance

were the lack of manpower and lack of capital injection from the shareholders. The results showed that the lack of manpower caused the performance of both employees and hotels to be less efficient and effective. In addition, the lack of funds from the shareholder caused employees' difficulty to perform activities that may have affected the performance of the hotel especially when the hotel required urgent costs. The results also showed that there were several factors that needed to be improved to boost employee motivation, such as training programs that were provided equally to every employee such as seminars, workshops, and other skill improvement programs so that every employee felt the opportunity to develop from within the hotel. In addition, the millennial's recruitment strategy adopted by the case hotel could be supported by the increased educational opportunities that are still the needs of the millennial. To achieve the hotel's goal, the hotel must inform the vision and mission that reflect the hotel's own achievements so that employees are aware of the mutual goal. Information on employee tools could also motivate employees such as cross-training where employees could learn things from other departments. Some employees claimed that they needed these opportunities to develop themselves.

ACKNOWLEDGEMENT

The authors wish to acknowledge and thank all IMHA 2018 committee members and UPM *Pertanika* journal team that help publish this article.

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GENERAL COMMENTS

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PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12

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Task Response

SCALE 0	<ul style="list-style-type: none"> • does not submit • does not attempt the task in any way
SCALE 1	<ul style="list-style-type: none"> • answer is completely unrelated to the task
SCALE 2	<ul style="list-style-type: none"> • barely responds to the task • meets only a small proportion of the required number of words • does not express a thesis • may attempt to present one or two ideas but there is no development
SCALE 3	<ul style="list-style-type: none"> • does not adequately address any part of the task • meets only a small proportion of the required number of words • does not express a clear position • presents few ideas, which are largely undeveloped or irrelevant
SCALE 4	<ul style="list-style-type: none"> • responds to the task only in a minimal way or the answer is tangential; the format may be inappropriate • the report is substantially shorter or longer than the required number of words • presents a thesis but this is unclear • presents some main ideas but these are difficult to identify and may be repetitive, irrelevant or not well supported
SCALE 5	<ul style="list-style-type: none"> • addresses the task only partially; the format and/or content of the section headings may be inappropriate in places • the report is substantially shorter or longer than the required number of words • expresses a thesis but its development is not always clear and there may be no conclusions drawn • presents some ideas but these are limited and not sufficiently developed; there may be irrelevant detail
SCALE 6	<ul style="list-style-type: none"> • addresses all parts or sections of the report as appropriate for its nature and purpose although some parts or sections may be more fully covered than others • is only over or under by approximately 15 percent of the required number of words • presents relevant ideas to support the thesis but the other parts or sections of the report are not well developed • presents relevant ideas but some may be inadequately developed/ unclear
SCALE 7	<ul style="list-style-type: none"> • addresses all parts or sections of the report as appropriate for its nature and purpose • is only over or under by approximately 10 percent of the required number of words • presents a clear thesis with supporting ideas , but there may be a tendency to over-generalize and /or supporting ideas may lack focus
SCALE 8	<ul style="list-style-type: none"> • sufficiently addresses all parts or sections of the report as appropriate for its nature and purpose • is only over or under by approximately 5 percent of the required number of words • presents a well-developed thesis and presents relevant, extended and supported ideas under each part or section of the report
SCALE 9	<ul style="list-style-type: none"> • fully addresses all parts of the report as appropriate for its nature and purpose • meets the required number of words , excluding references • presents a fully developed thesis and presents relevant, fully extended and well- supported ideas under each part or section of the report
SCALE 10	<ul style="list-style-type: none"> • excellently addresses all parts or sections of the report as appropriate for its nature and purpose • meets the required number of words , excluding references • presents a fully developed thesis and presents relevant, fully extended and well-supported ideas under each part or section of the report

CC

Coherence and Cohesion

SCALE 0	• does not submit
SCALE 1	• fails to communicate any message
SCALE 2	• has very little control of organization features
SCALE 3	• does not organize ideas logically • may use a very limited range of cohesive devices, and those used may not indicate a logical relationship between ideas
SCALE 4	• presents information and ideas but these are not arranged coherently and there is no clear progression in the response • uses some basic cohesive devices but these may be inaccurate or repetitive • may not write in paragraphs or their use may be confusing
SCALE 5	• presents information with some organization but there may be lack of overall progression • makes inadequate, inaccurate or over-use of cohesive devices • may be repetitive because of lack of use of referents and substitution • may not write in paragraphs or paragraphing may be inadequate
SCALE 6	• arranges information and ideas coherently and there is a clear overall progression • uses cohesive devices effectively, but cohesion within and/or between sentences may be faulty or mechanical • may not always use referents clearly and appropriately • uses paragraphing, but not always logically
SCALE 7	• logically organizes information and ideas; there is clear progression throughout • uses a range of cohesive devices appropriately although there may be some under/-over-use • presents a clear central topic within each section of the report
SCALE 8	• sequences information and ideas logically using appropriate main and sub-headings • manages all aspects of cohesion well • uses paragraphing sufficiently and appropriately
SCALE 9	• uses cohesion fluently • skillfully manages paragraphing and logically develops main and sub-headings • presents a clear central topic within each part or section of the report
SCALE 10	• excellently uses cohesion in such a way that it falls naturally and attracts no attention • skillfully manages paragraphing and logically develops main and sub-headings of the report • excellently presents a clear central topic within each part or section of the report

LR

Lexical Resource

SCALE 0	• does not submit
SCALE 1	• can only use a few isolated words
SCALE 2	• uses an extremely limited range of vocabulary; essentially no control of word formation and/or spelling
SCALE 3	• uses only a very limited range of words and expressions with very limited control of

word formation and/or spelling
• errors may severely distort the message

SCALE 4	• uses only basic vocabulary which may be used repetitively or which may be inappropriate for the task • has limited control of word formation and/or spelling; errors may cause strain for the reader
SCALE 5	• uses a limited range of vocabulary, but this is minimally adequate for the task • may make noticeable errors in spelling and/or word formation that may cause some difficulty for the reader
SCALE 6	• uses an adequate range of vocabulary for the task • attempts to use less common vocabulary but with some inaccuracy • makes some errors in spelling and/or word formation, but they do not impede communication
SCALE 7	• uses a sufficient range of vocabulary to allow some flexibility and precision • uses less common lexical items with some awareness of style and collocation • may produce occasional errors in word choice, spelling and/or word formation
SCALE 8	• uses a wide range of vocabulary fluently and flexibly to convey precise meanings • skillfully uses uncommon lexical items but there may be occasional inaccuracies in word choice and collocation • produces rare errors in spelling and/or word formation
SCALE 9	uses a wide range of vocabulary with very natural and sophisticated control of lexical features; rare minor errors occur only as 'slips'
SCALE 10	uses a wide range of vocabulary with very natural and sophisticated control of lexical features

GRA

Grammatical Range and Accuracy

SCALE 0	• does not submit
SCALE 1	• cannot use sentence forms at all
SCALE 2	• cannot use sentence forms except in memorized phrases
SCALE 3	• attempts sentence forms but errors in grammar and punctuation predominate and distort meaning
SCALE 4	• uses only a very limited range of structures with only rare use of subordinate clauses • some structures are accurate but errors predominate, and punctuation is often faulty
SCALE 5	• uses only a limited range of structures • attempts complex sentences but these tend to be less accurate than simple sentences • may make frequent grammatical errors and punctuation may be faulty; errors can cause some difficulty for the reader
SCALE 6	• uses a mix simple and complex sentence forms • makes some errors in grammar and punctuation but they rarely reduce communication
SCALE 7	• uses a variety of complex structures • produces frequent error-free sentences • has good control of grammar and punctuation but may make a few errors
SCALE 8	• uses a wide range of structures • the majority of sentences are error-free •

makes only very occasional errors

SCALE 9 uses a wide range of structures with full flexibility and accuracy; rare minor errors occur only as 'slips'

SCALE 10 uses a wide range of structures with full flexibility and accuracy

R

Referencing

SCALE 0 • does not submit

SCALE 1 • does not include any references and/or in-text citations.

SCALE 2 • Probably no in-text citations and/or a few references which may or may not be relevant, none in the correct format, or sufficiently balanced to provide support to the paper.

SCALE 3 • Some in-text citations and few references are relevant, none in the correct format, and are either insufficient in number to provide adequate support to the paper or too many to justify originality

SCALE 4 • Some in-text citations and some references are relevant, rarely in the correct format, but are poorly distributed to provide support to the paper

SCALE 5 • Some in-text citations and the majority of references are relevant, some in the correct format, but are not well-distributed to provide support to the paper

SCALE 6 • The majority of in-text citations and references are relevant, majority in the correct format, and distributed to provide support to the paper

SCALE 7 • The majority of in-text citations and most references are relevant, mostly in the correct format, and sufficiently distributed to provide support to the paper

SCALE 8 • Most in-text citations and all references are relevant, in the correct format, and well-distributed to provide strong support to the paper

SCALE 9 All in-text citations and most references are relevant, in the correct format, and very well-distributed to provide strong support to the paper

SCALE 10 • All in-text citations and references are completely relevant, in the correct format, and extremely well-distributed to provide convincing support to the paper